



Iowa Department of Cultural Affairs

2008 Request for Proposals (RFP)

Mission of Iowa Great Places

"Great Places brings together the resources of State government to build capacity in communities, regions, neighborhoods, or districts that cultivate the unique and authentic qualities that make places special: engaging experiences; rich, diverse populations and cultures; a vital, creative economy; clean and accessible natural and built environments; well-designed infrastructure; and a shared attitude of optimism that welcomes new ideas, based on a diverse and inclusive cultural mosaic."

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SECTION 1 – EXECUTIVE SUMMARY

1.01 Purpose

The purpose of this Request for Proposals (RFP) is to solicit proposals from Places seeking to be designated an Iowa Great Place. The RFP will outline general administrative rules, program background, proposal components and scoring, and provide guidelines for proposal format and content. The RFP will be used by Iowa Great Places to select those proposals that clearly relate their visions to the Seven Dimensions of a Great Place, prove the feasibility and sustainability of proposed projects, and demonstrate their vision is ready for implementation. Iowa Great Places was created to form partnerships between the State and the selected Great Places in an effort to achieve Places' unique visions through collaboration. Great Places is designed to promote bold thought, innovation, and entrepreneurship in an effort to cultivate the unique and authentic qualities that make places in Iowa special. Great Places turns the State into a new kind of partner with local Places – demystifying government, combining resources for greater impact, and delivering results.

1.02 Designation Period

The Great Places designation is a three-year agreement that officially begins on the date of the Memorandum of Understanding (MOU) signed between the Great Place and the Governor of Iowa. The MOU signing should take place within the first six (6) months of the Iowa Great Places Citizen Advisory Board's selection and Iowa Department of Cultural Affairs' designation in September 2008.

1.03 Eligible Applicants

Every Place in Iowa is eligible so long as it can demonstrate that:

1. The Place embodies and can articulate the Seven Dimensions of a Great Place;
2. The people who came together to build the vision of the Place were inclusive in their planning and reached out to all constituencies within their Place;
3. The articulated vision is feasible, sustainable, and ready to begin implementation – of at least one component of the overall vision – and show clear, tangible results within twelve (12) months of receiving the Great Places designation.

What does this mean?

A Great Place is not necessarily defined by political boundaries, such as city or county limits. A Great Place can be a neighborhood, region, district, or any other concept. A Place is a collection of experiences, feelings, and common themes. You define your Place. Once established, citizens of that Place should come together to assess its strengths and the challenges it faces. Through the visioning process, local citizens can devise a plan for building upon the assets of their Place and addressing its challenges.

1.04 Availability of Grant Funds, Additional Consideration, & Historic Tax Credits

There is no guarantee that funding, which would be in the form of matching grants, will be available for the 2008 Great Places designee(s). Great Places staff will submit a request for funding to the Governor's Office in October 2008 to be used in the development of the Governor's Fiscal Year 2010 budget recommendation. The Great Places' budget request will represent the cumulative funding need as provided by the 2008 Great Places in their proposals. It will then be the responsibility of the 2008 Great Places to work with the Iowa Legislature and their local legislators to determine a reasonable appropriation. The initial funding request to the Governor's Office is the sole discretion of Great Places staff. Keep in mind that all funds assigned to Iowa Great Places in is applicable only to vertical infrastructure expenditures in the public and non-profit domain. Great Places grants require matching dollars derived from a sliding scale based on community/county population (see Section 3, page 9). Iowa Great Places retains the right to change the scale at any time with no prior notice or not use it at all. This scale should be used for budget development of your proposed projects.

State Code 303.3C, Subsection 4, states that **Great Places are to be provided additional consideration on the review of all applications for grants and financial or technical assistance submitted to the State of Iowa on or after July 1, 2007, for activities directly related to projects outlined in the Great Places' proposal** and listed in the Memorandum of Understanding with the State for a period of three (3) years. Each State department has discretion as to how the additional consideration is applied. Applications from official Great Places are eligible for additional consideration beginning on the date on which the MOU is signed and lasts for a period of three (3) years. It is the responsibility of the Great Place to request a letter from the Iowa Great Places Office certifying the Place's designation prior to submitting an application for financial or technical assistance to the State, and to include the provided letter in the application submission.

Finally, the Iowa Legislature has set aside 40% of the State's historic tax credits for Great Places projects and locations designated Cultural and Entertainment Districts. Upon Great Places designation, Iowa Great Places staff will work with designees to apply for historic tax credits, if applicable.

1.05 Schedule of Important Dates

The table below lists critical dates for the 2008 proposal submission process. Iowa Great Places reserves the right to change these at anytime with no prior notice. **Please note that at least one person from each Place considering submitting a proposal to Iowa Great Places must attend one of the regional forums *and* a Board consultation.**

Schedule	Date/Deadline
RFP and scoring tool posted	March 13, 2008
Mandatory regional forums; please RSVP online at www.iowagreatplaces.gov or contact Francis Boggus at francis.boggus@iowa.gov or (515) 281-6911 Storm Lake Corning West Union Albia	March 31, 2008 all day April 01, 2008 all day April 02, 2008 all day April 03, 2008 all day
Deadline to register for timeslot for Board consultation; contact Francis Boggus (see contact information above)	April 09, 2008
Mandatory Board consultations for all Places	April 16, 2008 all day – times reserved Iowa State Historical Building 600 E Locust St Des Moines, IA 50319
Deadline to submit Letter of Intent to Submit Proposal; Letters should be sent to Francis Boggus via email (francis.boggus@iowa.gov) or regular mail to: State Historical Building 600 E Locus St Des Moines, IA 50319	April 30, 2008 4:30pm at the State Historical Building
Coaching for prospective applicants	May 07 – August 10, 2008
Deadline for complete Great Places Proposal submission; 27 copies of the proposal should be sent to Francis Boggus at the address listed above	August 11, 2008 4:30pm at the State Historical Building
2008 Great Places Finalists Announced	August 26, 2008
2008 Great Places Finalists Bus Tour	September 22-25, 2008

2008 Great Places designees announced	September 30, 2008 Des Moines, IA Exact Time & Location TBA
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This RFP will be posted on the Iowa Great Places website (www.iowagreatplaces.gov) on March 13, 2008. Iowa Great Places will also send this RFP to any person or entity that requests it.

Regional forums will be held the week of March 31st in each of the four quadrants of Iowa. Attendance by at least one person from each Place considering submitting a proposal is mandatory. While the forums will focus on prospective applicants, the forums are open to anyone interested in the topics and attendance does not imply that you will submit a Great Places proposal in 2008. The forums will cover information about the proposal submission process and the Board's expectations; other sessions will cover the following topics: community visioning, green principles and sustainable community development, marketing and advertising, and fundraising. More information can be found at the Iowa Great Places website (www.iowagreatplaces.gov). Please RSVP at www.iowagreatplaces.gov or by contacting Francis Boggus at francis.boggus@iowa.gov or (515) 281-6911.

Prospective applicants are required to present their visions to the Great Places Citizen Advisory Board on April 16 at the State Historical Building in Des Moines. Consultations will be held throughout the day. Please register by April 9th by contacting Francis Boggus (contact information shown above). You will be assigned a half-hour timeslot to meet with Board members and receive feedback on your Place's ideas. These are informal consultations and are to be primarily oral (no PowerPoints); applicants may bring draft proposal materials and a few visuals.

The Letter of Intent to Submit a Proposal must be received by 4:30pm, CST, on April 30th. This letter serves as an indication of the Place's intent to submit a proposal. Letters of intent received after the deadline will result in rejection of proposal. The letter must include the Place name, contact information – name, mailing address, phone, fax, e-mail address – a statement inviting the State to partner with your Place, and a brief description of your vision. An example letter of intent is provided in Appendix A on page 16. Once this letter is received, a coach from State government will be assigned to assist your Place through the application process.

The Intent to Submit a Proposal Letter must be delivered by mail, hand, e-mail, or fax to:

Iowa Great Places
 Attn: Francis Boggus
 Iowa State Historical Building
 600 E Locust St
 Des Moines, IA 50319
 e-mail: francis.boggus@iowa.gov
 fax: 515-242-6498

Completed proposals must be received by 4:30pm, CST, on August 11th. A postmark will not be adequate to ensure receipt. **Please send 27 paper copies and one digital copy** (CD,DVD, or USB drive). Proposals received after the deadline will result in rejection of proposal. Please see mailing address above for submission.

2008 Great Places Finalists will be named on August 26th. The Board will embark on a bus tour of the Finalists September 22nd-25th. 2008 Great Places designation will occur on September 30th in Des Moines. The time and location will be announced when known.

The names and scores of all Places that successfully submit proposals shall be released to interested parties who have requested such notification in writing.

1.06 Amendments to the RFP

Iowa Great Places reserves the right to amend this RFP at any time. In the event it becomes necessary to amend, add to, or delete any part of this RFP, a notice will be posted on the Iowa Great Places website. Applicants are encouraged to frequently visit the Iowa Great Places website (www.iowagreatplaces.gov) for updates and notices.

1.07 Withdrawal of Proposals

Proposals may be withdrawn, modified, and resubmitted at anytime prior to the stated due date and time. An applicant desiring to withdraw its proposal after submission shall notify Iowa Great Places in writing.

1.08 Costs of Proposal Preparation

All costs of preparing the proposal are the sole responsibility of the applicant. Iowa Great Places is not responsible for any costs incurred by the applicant that are related to the preparation or delivery of the proposal or any other activities undertaken by the applicant related in any way to this RFP.

1.09 Right to Reject Proposals

Iowa Great Places reserves the right to reject, in whole or in part, any or all proposals, to advertise for new proposals, and to cancel this RFP if it is in the best interests of Iowa Great Places.

Any proposal will be rejected outright and not evaluated for any of the following reasons:

1. The applicant fails to deliver the letter of intent or the proposal by the relevant dates and times stated in section 1.05.
2. The applicant fails to include required information or fails to include sufficient information to determine whether an RFP requirement has been satisfied.
3. The applicant fails to follow the proposal format instructions or presents information requested by this RFP in a format inconsistent with the instructions of the RFP.
4. The applicant provides misleading or inaccurate answers.
5. The applicant states that a mandatory requirement cannot be satisfied.
6. The applicant's response materially changes a mandatory requirement.
7. The applicant's response limits the rights of Iowa Great Places.
8. The applicant fails to respond to Iowa Great Places' request for information, documents, or references.
9. The applicant fails to include any signature, certification, authorization, or stipulation requested by this RFP.

1.10 Reference Checks, Verification, and Clarification of Contents

Iowa Great Places reserves the right to contact any reference to assist in the evaluation of the proposal or verify information contained in the proposal. Iowa Great Places may request clarification from applicants for the purpose of resolving ambiguities or questioning information presented in the proposal. Clarifications may occur throughout the proposal evaluation process. Responses shall be submitted to Iowa Great Places within the time stipulated at the time of the request.

1.11 Acceptance of Terms and Conditions

An applicant's submission of a proposal constitutes acceptance of the terms, conditions, criteria, and requirements set forth in this RFP and operates as a waiver of any and all objections to the contents of the RFP. By submitting a proposal, an applicant agrees that it will not bring any claim or have any cause of action against Iowa Great Places or the State of Iowa based on the terms or conditions of the RFP or the procurement process.

Iowa Great Places reserves the right to accept or reject any exception taken by an applicant to the terms and conditions of this RFP. Should the successful applicant take exception to the terms and conditions required by

Iowa Great Places, the successful applicant's exceptions may be rejected and Iowa Great Places may elect to terminate negotiations with that applicant. However, Iowa Great Places may elect to negotiate with the successful applicant regarding contract terms that do not materially alter the substantive requirements of the RFP or the contents of the applicant's proposal.

1.12 Oral Presentation

Finalists will be requested to make an oral/visual presentation to the Board during the bus tour of the Finalist Places. The location, order, and schedule of the presentations are at the sole discretion of Iowa Great Places. Finalists may clarify or elaborate on their proposals, but may in no way change their original proposal during the presentation.

1.13 Restrictions on Gifts and Activities

Iowa Law mandates restrictions on gifts which may be given to or received by State employees and requires certain individuals to disclose information concerning their activities with State government. Applicants are responsible for determining the applicability of this law to their activities and for complying with these requirements. In addition, Iowa Code specifies that it is a felony offense to bribe a public official.

1.14 Disposition of Proposals

All proposals become the property of Iowa Great Places and shall not be returned to the applicant unless all proposals are rejected. In the event all proposals are rejected, applicants will be asked to send prepaid shipping instruments to Iowa Great Places for return of the proposals submitted. In the event Iowa Great Places does not receive shipping instruments, Iowa Great Places will destroy the proposals.

1.15 Public Records

All information submitted by an applicant will be treated as public information following the conclusion of the selection process.

1.16 Construction of RFP

This RFP shall be construed in light of pertinent legal requirements and the laws of the State of Iowa. Changes in applicable statutes and rules may affect the award process or the resulting contract. Applicants are responsible for ascertaining the relevant legal requirements.

SECTION 2 – PROGRAM BACKGROUND

2.01 Program Background

What is a "Great Place?"

Iowa Great Places couples the resources of State government and local areas to build capacity in communities, regions, neighborhoods, or districts as they cultivate the unique and authentic qualities that make Places special: engaging experiences; rich, diverse populations & cultures; a vital, creative economy; clean and accessible natural and built environments; well-designed infrastructure; and a shared attitude of optimism that welcomes new ideas, based on a diverse and inclusive cultural mosaic.

A Great Place designation helps propel a feasible creative development. For example, a Great Place might be three river towns along the Missouri River that are planning to improve their riverfronts, revitalize their commercial districts, and connect their various attractions via a combined marketing campaign. A Great Place might be a community that is looking to develop and implement green and sustainable community design principles, design and install wayfinding signage, create a branding and advertising strategy, and implement programming that celebrates its unique diversity. Or a Great Place might be a neighborhood that plans to undertake streetscape improvements and install public art, foster a business association along its commercial corridor and establish greater connections with small business and entrepreneurial development centers, and utilize historic preservation techniques to enhance its “sense of place.” Iowa Great Places encourages Iowans to “think big” and work toward truly transforming their Places.

The key concept is that no Place is like another. A Great Place acknowledges its unique and authentic qualities. A Great Place develops a plan to build upon its identified assets and address the challenges it faces. A Great Place uses a planning process that is inclusive of all willing participants and strives to include as many persons as possible.

State government agencies will work together as true partners with Great Places designees to stimulate ideas and planning, streamline access to available State resources, help leverage local and private resources, and share technical expertise. The Great Places program will also bolster the State’s other successful economic tools like Vision Iowa and Community Attraction & Tourism (CAT).

2.02 Work Plan Development & Reports

Those selected as Iowa Great Places will create a work plan that clearly describes proposed projects, activities necessary to implement the projects, estimated timeline, and budget. Relevant State departments will add to the work plan technical and financial assistance that can be offered to assist the Great Places. The completed work plan will then become part of the Memorandum of Understanding signed between the Great Place and Iowa’s Governor. Such work plans should be completed within six (6) months of the Great Places designation.

Great Places Designees must also submit scheduled reports as listed in the table below:

Reports from Great Place	Number of Copies	Due
Progress Report	1 - Electronic submission	Bi-monthly. The first workday of each even-numbered month (example: February & April)
Annual Progress Report	1 - Electronic submission	November 30 th 2009 & 2010
End of Designation Report	1 - Electronic submission	Three (3) years beyond the date of the MOU signing

SECTION 3 – PROPOSAL COMPONENTS AND SCORING

3.01 Proposal Components

A Great Places proposal has five (5) sections and one visual component. Each section must be included. In up to **twenty-five (25) pages**, your proposal should present your Place to the Iowa Great Places Citizen Advisory board, and inform the State of your Place’s vision and strategy to make that vision a reality. While the Great Places program has gone through numerous revisions over the last three years, the proposals submitted by the current sixteen (16) official Great Places can serve as models and are available on the program’s website. Please remember when viewing past proposals, however, that the application process has changed.

While constructing your proposal, please follow the order as described below.

Section 1: Status of Place (points available: 49 of 112)

A Great Places is defined by you. It can be one neighborhood, an entire community or county, a region, or any other geographic area you define.

In a couple of pages, present your Place. **Describe the unique aspects of the Place, how it fits each of the Seven Dimensions of a Great Place** (see table below). If you are including things that other Places also have, explain why it stands out in your Place. **What is authentic about your Place?** Proposal reviewers will seek to clearly understand your “sense of place.”

Seven Dimensions of a Great Place:

1. *A Unique Sense of Place*

An Iowa Great Place possesses a sense of place that values historical roots while embracing a shared vision which welcomes, includes, and involves both natives and newcomers and promotes itself as a great place.

2. *Engaging Experiences*

An Iowa Great Place provides and supports authentic and varied opportunities for individual and community expression, interaction, and common experiences.

3. *A Sustainable Community & Pleasing Environment*

An Iowa Great Place proactively implements sustainable community development principles and works toward greater energy efficiency, which produces a clean, healthy, and accessible natural and built environment.

4. *A Rich, Diverse Social Fabric*

An Iowa Great Place promotes and encourages social collaboration – formal and informal – throughout the Place, with equal opportunity for all people to participate.

5. *A Vital, Creative Economy*

An Iowa Great Place contains a balanced, growing, transformative mix of rewarding jobs and sustaining capital.

6. *A Strong Foundation*

An Iowa Great Place is available, accessible, and responsive to everyone – the entire social fabric; A Great Place invests in itself physically and philosophically.

7. *A Creative Culture*

An Iowa Great Place displays a shared attitude of optimism that welcomes new ideas, based on a diverse and inclusive cultural mosaic.

Section 2: Vision (points available: 21 of 112)

Now that Iowa Great Places understands how your Place is unique, describe **your Place's vision for the future**. How will you build upon the assets mentioned previously to improve or create **authentic experiences** for local citizens and visitors? How will your Place face challenges and turn them into opportunities? Your vision should be as creative and inclusive as can be: it should include the aspirations of school children to the dreams of grandparents. Your Great Place's "community" is not necessarily bound by municipal, county, or other political boundaries. **Your community is all those who have a vested interest in your Place.** A Great Places proposal should be the product of a **broad base of involvement** so that the vision truly represents the **diversity** that exists in each Place's population. While an important aspect, diversity is not only defined by race or ethnicity. Think critically about the diversity (economic, social, racial, religious, gender, artistic expression, traditions, etc.) that is present in your Place. Please provide information about those who have been involved in the proposal development process and how your Place's vision benefits all people regardless of gender, race, religion, ethnicity, and sexual or gender orientation. Each partner that has been involved in the proposal development process should be listed, along with their role in the project.

The best proposals take a **holistic approach** to the visioning process and consider how a Place can be more welcoming, inviting, exciting, and authentic for all local citizens and visitors. Please explain the visioning process used and the effort made to be inclusive.

This section should clearly outline proposed projects and activities to be implemented to make your Place's vision a reality. Projects can be "bricks and mortar," such as new construction and rehabilitation of buildings or streetscape improvements and trail development. However, **do not restrict your thinking!** Example proposed activities could include the introduction of dual language courses where English speaking students are taught Spanish or another language throughout the local K-12 curriculum, creation or strengthening of the local arts organization and the promotion of public art, or development of a new festival to celebrate some aspect of a Place's history. The list could go on and on.

If you have submitted a proposal in past years, this is also the section where you should describe the progress made to date on your projects.

Iowa Great Places is looking for proposals that **think big, broadly, and creatively**, and articulate a vision for the future that is grounded in the authentic and unique aspects of the local area while looking for ways to improve the quality of life for that particular Place, the people of Iowa, and visitors.

Section 3: Readiness (points available: 21 of 112)

Iowa Great Places' selection process **emphasizes readiness**. For these purposes, readiness is defined as a Place's ability to begin implementing its vision and show clear, tangible results within twelve (12) months of the Great Places designation. This does not mean that every proposed project or activity must be completed or ready within that timeframe. A Place is "ready" when it can show that it has sufficient community and financial support, as well as a thoroughly thought-out plan for implementation, to partner with the State of Iowa – via technical and financial assistance – and produce results within the first twelve (12) months of its designation.

To prove your Place's readiness, you must articulate a realistic timeline and feasible budget estimates:

Timeline

Your timeline should demonstrate how implementation will progress for the vision outlined above. The timeline should show each project's timeline within the larger scope of your Place's overall proposal. The timeline should be in-sync with the budget (see next bullet) so that projects are slated to occur when funds are most likely to be available. Projects should be prioritized within this timeline. An example timeline format is provided in Appendix D on page 19. While your entire vision may not be realizable for five (5) to ten (10) years, tangible results should be evident within one (1) year of Great Places designation.

Budget

Your proposed budget should present clear and accurate costs to the best of your ability for each proposed project, if applicable. It should include fundraising goals and sources of funds, if known. An example budget form is provided in Appendix D on page 20. Clearly state whether the sources of funds are secured or anticipated. Secured funds should be documented and included in the "supporting documents" section of your proposal. **Leveraging greater resources** is a major goal of Iowa Great Places. Local leverage will be viewed particularly favorably as a sign of local commitment to your Place's vision. Additionally, it should be clear that diverse and wide-ranging sources of funds have been (or will be) sought. Local and county governmental bodies are expected to pledge in-kind and/or cash resources.

Your proposal is strengthened by submitting resolutions of financial support. See example resolution of financial support in Appendix E on page 21.

No funds have been earmarked for the 2008 Great Places and Iowa Great Places makes no guarantee that the Iowa Legislature will appropriate any grant dollars. However, Iowa Great Places staff will submit a request for funding to the Governor's Office to be included in the State of Iowa's Fiscal Year 2010 budget. The total grant amount submitted to the Governor's Office is set by and is the sole discretion of Iowa Great Places staff and the Director of the Iowa Department of Cultural Affairs. The budget request will be devised based on the figures provided in your budget submission.

Grants directly from Iowa Great Places are applicable only to **vertical infrastructure**. Vertical infrastructure is defined as land acquisition and construction, major renovation and repair of buildings, all appurtenant structures, utilities, site development, and recreational trails that are expected to last and be maintained for a least twenty (20) years. Vertical infrastructure does not mean routine, recurring maintenance or operational expenses or leasing of a building, appurtenant structures, or utility without a lease-purchase agreement.

For vertical infrastructure projects that you want to have considered for Great Places grants, please construct the budget with the following in mind:

1. The project or phase of the project to be funded by Iowa Great Places must be complete by June 30, 2011.
2. Iowa Great Places grants will not be available for disbursement until July 1, 2009.
3. Iowa Great Places grants require matching dollars derived from a sliding scale based on city or county population (see table below). Please note that the percentage match value is based on the Great Places grant request amount, NOT the total project cost.

If your Place is not defined by formal city or county borders, please contact Iowa Great Places staff to determine your Place's match requirement level.

4. In-kind matching dollars can represent a maximum of 25% of the cash match requirement.
5. Fiscal agents must be government or nonprofit entities.
6. Iowa Great Places grant awards for the construction or renovation of buildings to be used by organizations such as museums or visitors centers will require up-to-date business plans to ensure the organization's viability.

**Iowa Great Places Grants
Minimum Percentage Match Requirements:**

Depending on the Great Place's population, each Great Place project must follow varying minimum match requirements. NOTE: Match requirements are given as a percentage of the Great Place grant ask, not a percentage of the total project.

City Population*	Match Requirement**	County Population*	Match Requirement**
Under 1,000:	10%	Under 5,000:	10%
1,000-2,999:	20%	5,000-9,999:	20%
3,000-9,999:	30%	10,000-14,999:	30%
10,000-24,999:	40%	15,000-29,999:	40%
25,000-49,999:	50%	30,000-59,999:	50%
50,000-74,999:	60%	60,000-99,999:	60%
75,000 and Above:	70%	100,000 and Above:	70%

*Population values are based on official 2000 Census figures

**Up to 25% of match can be in-kind donations

For projects in which you are requesting funding directly from Iowa Great Places, be sure to clearly show how the Great Places grant fits into the budget. If the Iowa Legislature appropriates grant dollars to Iowa Great Places, documentation of the required funding match will be requested at that time. It is essential that the Great Places grant requests in your budget are based on sound judgment, the most up-to-date information, and the true need to get your proposed projects implemented.

Please contact Iowa Great Places staff if any of these guidelines are unclear or if you need assistance with budget development.

Section 4: Sustainable Community Development & "Green" Principles (points available: 7 of 112)

The State of Iowa is encouraging all Iowans and their communities to be more **energy efficient, take proactive measures to reduce environmental degradation (such as pollution, wetland destruction, etc.), and incorporate sustainable community design principles** in their development plans. Please describe how your Place has considered these issues and incorporated activities to address them in your vision. Where appropriate, please describe how these issues have been addressed in your individual projects. How has or will your Place become more "green?" Sustainable community design principles are described in Appendix F on page 22 and 23.

Section 5: Management & Marketing (points available: 14 of 112)

The proposal should include information as to how the proposed projects will be **maintained and managed** over the next 20 years.

A business plan may be appropriate for some projects, for example, a museum, interpretive center, theater, or visitor center. The operational strategy should include and set forth the projected sources of income and expenses for at least the first five years. The business plan should address when or if the project will become self-sustaining from ongoing operational income and/or grants. Please outline the operational strategy supporting such projects. Include any results of feasibility studies done to support the viability of the project. A brief outline and supporting figures - not the entire plan – is necessary to address this part of the proposal.

A marketing plan is appropriate for most projects. The marketing plan should address the size and potential of the target market and how and by what means the project will be promoted, or information disseminated, in the area locally, regionally, and nationally. The marketing plan should address the amount of resources that will be used to promote the project for at least the first five years and the sources of those funds, grants, donations, in-kind contributions, or from operating income. A brief outline and supporting figures - not the entire marketing plan - is necessary to address this part of the proposal.

PowerPoint—Visual Component (points available: 0 of 110)

A PowerPoint presentation is your Place's way to demonstrate its rich nature, aesthetics, unique qualities, historical significance, etc. Include pictures, words, drawings—anything you want that fits on up to fifteen (15) PowerPoint slides and helps describe the Place and vision. This is your opportunity to give a **first impression** of your Place and your vision; to lure State partners to join with you in making your vision a reality.

3.02 Scoring of Proposals

A review panel consisting of the Great Places Citizens Advisory Board members and representatives from State departments will score and discuss each of the applications and name the Finalists. Each proposal will be scored using the review tool included in Appendix G on pages 24 through 26. Feedback will be provided to all Places submitting a proposal.

Upon completion of a tour of the Finalists, the Board will determine, with approval from the Director of the Iowa Department of Cultural Affairs, which, if any, of the Finalists will be designated an Iowa Great Place.

SECTION 4 – PROPOSAL FORMAT AND CONTENT

4.01 Instructions

Applicants must submit one (1) signed original proposal, twenty-six (26) paper copies of the proposal (a total of 27 packets), and one (1) electronic copy (CD, DVD, or flash drive) of the complete proposal in Microsoft Word compatible format and one (1) electronic copy of your PowerPoint presentation. Proposals must be typewritten, one-sided, clipped or stapled together, and follow the delineated format below.

Proposal Format:

- a. Maximum number of pages: 25, plus no more than 15 additional pages of letters of support and financial documentation
- b. Include the Place name on the top or bottom of each page
- c. Font size must be no less than 11 points for narrative; tables or figures may have a font size of no less than 10 points
- d. Single-spaced lines only
- e. Paper size must be 8.5 by 11 inches and have 1 inch margins
- f. Proposals must be one-sided – printed on only one side of the page
- g. All pages (including supporting documentation) must be sequentially numbered
- h. The proposal shall be submitted without binders – staples or metal clips only

Up to fifteen (15) pages of supporting documentation (letters of support and financial documentation, only) may be included in an application appendix. The appendix will not be counted toward the narrative's twenty-five (25) page limit.

4.02 Proposal Components

Every place must include the following components, which were explained in section (3.01), following the checklist. They should be presented in your proposal in the order outlined below:

- 1) *Cover Page*
- 2) *Status of Place*
- 3) *Vision*
- 4) *Readiness*
 - a. *Timeline*
 - b. *Budget*
- 5) *Sustainable Community Development & "Green" Principles*
- 6) *Management & Marketing*
- 7) *Supporting Documents*
- 8) *PowerPoint—Visual Component*

4.03 Proposal Checklist (Appendix B)

The proposal checklist is for your use and does not need to be returned with the proposal submission.

4.04 Application Cover Page (Appendix C)

The cover page should be the first page of your proposal. An example is provided in Appendix C.

4.05 Proposal Appendix – Supporting Documents

Please attach all supporting documents in an appendix at the end of the proposal. Such documents will not count toward the twenty-five (25) page limit, but should be number sequentially. No more than fifteen (15) pages of supporting documentation will be accepted.

APPENDICES



Iowa Department of Cultural Affairs

2008 Request for Proposals (RFP)

Mission of Iowa Great Places

"Great Places brings together the resources of state government to build capacity in communities, regions, neighborhoods, or districts that cultivate the unique and authentic qualities that make places special: engaging experiences; rich, diverse populations and cultures; a vital, creative economy; clean and accessible natural and built environments; well-designed infrastructure; and a shared attitude of optimism that welcomes new ideas, based on a diverse and inclusive cultural mosaic."

A. Example Letter of Intent to Submit a Proposal

[DATE]

Great Places Citizens Advisory Board
Iowa Department of Cultural Affairs
600 E Locust St
Des Moines, IA 50319

Dear Citizen Advisory Board Members:

[PLACE] would like to extend an invitation to the State of Iowa to be our partner in officially making [PLACE] an “Iowa Great Place.” This letter serves as an indication of our intent to submit a proposal for the Great Places designation.

[INFORMATION/BACKGROUND ABOUT PLACE]

[PRELIMINARY VISION IDEAS & LOCAL PARTNERS]

Please assign a coaching team to work with us to develop our Great Places proposal. [CONCLUDING REMARKS]

The primary contact person(s) is:

[PRIMARY CONTACT INFORMATION – PLEASE INCLUDE NAME, TITLE, ORGANIZATION, MAILING ADDRESS, PHONE, & EMAIL]

Sincerely,

[CONTACT PERSON(S)]



B. Proposal Checklist

**This form is for your use only*

Proposal Elements (should be in this order)



1. Cover page..... ☐

2. Proposal Components

A. Status of Place..... ☐

B. Vision..... ☐

C. Readiness

b. Timeline..... ☐

c. Budget..... ☐

D. Sustainable Community Development & “Green” Principles..... ☐

E. Management & Marketing..... ☐

F. PowerPoint - Visual Component..... ☐

3. Supporting Documentation..... ☐

C. Cover Page

Name of Place:

Contact Person(s) Information (address, phone, email):

Summary Vision Statement:

Projects:

<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____

Signature(s) & Date:

D. Example Timeline & Budget Submission

*Each project should have a timeline & budget, if applicable.

Project:

Ownership:

- ☐ Private** ownership:
- ☐ Public ownership:
- ☐ Other:

** If the ownership is private, what public purpose does this organization serve?

Timeline:

Date	Activities and Work Description	Status	Implementing Organization
Estimated Project Completion Date			

Budget:

Total Cost: \$

Great Places Request: \$

Total Applicant Match: \$

Budget

Item/Activity	Cost
TOTAL PROJECT COST	

Sources of Funding

Name/Source	Description/Due Date	Amount	Status*
STATE/FEDERAL:			
PRIVATE/LOCAL MATCH:			
IN KIND:			
GREAT PLACES REQUEST:			
TOTAL			

*Status could be applied for, assured, etc. If assured, a letter of financial support should be attached.

E. Example Resolution of Support

A resolution supporting [PLACE]'s participation in the Great Places Program and offering a financial commitment to [PLACE]'s proposal.

Whereas Iowa Great Places has been created to assist places in community development;

Whereas the Department of Cultural Affairs, with assistance from State agencies and the Iowa Great Places Board, will be selecting up new Great Places in 2008;

NOW THEREFORE BE IT RESOLVED BY [THE BOARD OF DIRECTORS OF SAID ORGANIZATION] that the organization:

Section 1. Fully endorses the submission of this application and agrees to participate in the development and financial support of the Great Place.

Section 2. Endorses the goals in the vision of the Great Place Committee.

Section 3. If Iowa Great Places selects [PLACE] as the next Great Place, [SAID PRIVATE DONOR, CORPORATION, OR GOVERNMENT BODY] will pledge at least \$XX funds for the development of [PROJECT].

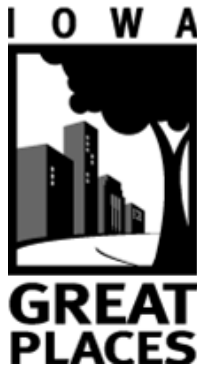
[PASSED, APPROVED, or ADOPTED] THIS [XX] day of [MONTH],[YEAR].

[NAME & TITLE] Date

*please print name

[NAME & TITLE] Date

*please print name



F. Sustainable Community Design Principles

Below are sustainable community design principles and practices to incorporate into your proposal. You need not address each topic; however, the more points you address in a persuasive manner, the greater your score.

Concentrate Development & Mixed Uses

Support the revitalization of city and town centers and neighborhoods by promoting development that is compact, conserves land, protects historic resources, and integrates uses. Encourage remediation and reuse of existing sites, structures, and infrastructure rather than new construction in undeveloped areas. Create pedestrian friendly districts and neighborhoods that mix commercial, civic, cultural, educational, and recreational activities with open spaces and homes. Such development encourages greater social interaction and healthier lifestyles. Concentrated development saves taxpayers from the high cost of building infrastructure to serve development that has spread far beyond traditional population centers. Additionally, concentrated development protects one of Iowa's most valuable resources: rich, productive farmland.

Foster Distinctive, Attractive Communities with a Strong Sense of Place

Communities should craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness. Such communities are interesting, unique, and reflect the values and cultures of its inhabitants, and foster the types of physical environments which support a more cohesive community fabric. A sense of defined neighborhoods, towns, and regions are created through natural and man-made boundaries and landmarks. The construction and preservation of buildings that fit the character of the community prove to be assets over time, not only because of the services provided within, but because of the unique contributions they make on the outside to the look and feel of the community. Sustainable growth ensures that the value of infill and greenfield development is determined as much by accessibility (by car or other means) as physical orientation to and relationship with other buildings and open space. By creating high-quality communities with architectural and natural elements that reflect interests of all residents, there is a greater likelihood that buildings (and therefore entire neighborhoods) will retain economic vitality over time.

Make Development Decisions Predictable, Fair, & Cost Effective

Promote equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning and decision-making to ensure social, economic, and environmental justice. Ensure that the interests of future generations are not compromised by today's decisions. Make regulatory and permitting processes for development clear, predictable, coordinated, and timely in accordance with sustainable growth principles and environmental stewardship.

Protect Land & Ecosystems

Protect and restore environmentally sensitive lands, natural resources, agricultural lands, critical habitats, wetlands, water resources, and cultural and historic landscapes. Increase the quantity, quality, and accessibility

of formal and informal open spaces and recreational opportunities. Consider the impact of new development on identified scenic resources and adopt land use and development standards that ensure new development is designed to avoid damaging those resources. Preserve and protect natural areas through conservation easements, bylaws, and other conservation methods. Inventory historic sites and structures and develop bylaw standards that protect those resources; ensure new development is compatible with the historic character of the surrounding area.

Use Natural Resources Wisely

Construct and promote developments, buildings, and infrastructure that conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, and materials.

Expand Housing Opportunities

Support the construction and rehabilitation of homes to meet the needs of people of all abilities, income levels, and household types. Build homes near jobs, transit, and where services are available. Foster the development of housing, particularly multifamily and smaller single-family homes, in a way that is compatible with a community's character and vision.

Provide Transportation Choice

Maintain and expand transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality. Prioritize rail, bus, shared-vehicle and shared-ride services, bicycling, and walking. Invest strategically in existing and new passenger and freight transportation infrastructure that supports sound economic development consistent with sustainable growth objectives. Ensure transportation options are integrated and consistent with land use objectives.

Increase Job & Business Opportunities

Attract businesses and jobs to locations near existing housing, infrastructure, and transportation options. Improve access to education, training, and entrepreneurial opportunities. Support the growth of a diversity of local businesses, including sustainable natural resource-based businesses, such as agriculture, forestry, clean energy, and technology. Encourage and strengthen agricultural enterprises and minimize conflicts of development with these businesses. Balancing economic development in traditional town centers with opportunities for agricultural enterprises maintains the State's historic landscape and prevents scattered commercial development along highway strips from undermining the vitality of main streets and downtowns.

Promote Clean Energy

Maximize energy efficiency and renewable energy opportunities. Support energy conservation strategies, local clean power generation, distributed generation technologies, and innovative industries. Reduce greenhouse gas emissions and consumption of fossil fuels. Avoid the extension of utilities into areas identified for conservation in local or regional plans.

Encourage Community & Stakeholder Collaboration - Plan Comprehensively & Regionally

Support the development and implementation of local and regional state and interstate plans that have broad public support and are consistent with these principles. Greater understanding of the goals, policies, and strategies help alleviate fears and create a community dialogue that can build understanding of divergent points of view. Foster development projects, land and water conservation, transportation, and housing that have a regional or multi-community benefit. Consider the long-term costs and benefits to the State of Iowa.

*Adapted from the following sources: Smart Growth Online (www.smartgrowth.org), Smart Growth Vermont (smartgrowthvermont.org), State of Massachusetts – Smart Growth and Urban Environments, Sustainable Community Development Principles (http://www.mass.gov/envir/smart_growth_toolkit/pdf/patrick-principles.pdf), and Maryland Department of Planning, Smart Growth Background (<http://www.mdp.state.md.us/smartintro.htm>)



Place Name: _____
Place Number: _____

G. PROPOSAL REVIEW TOOL

Section 1: Status of Place – Seven Dimensions of a Great Place (49 points)

Scale: 0-7 where 0 = does not convey, 7 = superior articulation

1. A Unique Sense of Place

An Iowa Great Place possesses a sense of place that values historical roots while embracing a shared vision which welcomes, includes, and involves both natives and newcomers and promotes itself as a great place.

1 2 3 4 5 6 7

Comments _____

2. Engaging Experiences

An Iowa Great Place provides and supports authentic and varied opportunities for individual and community expression, interaction, and common experiences.

1 2 3 4 5 6 7

Comments _____

3. A Sustainable Community & Pleasing Environment

An Iowa Great Place proactively implements sustainable community development principles and works toward greater energy efficiency, which produces a clean, healthy, and accessible natural and built environment.

1 2 3 4 5 6 7

Comments _____

4. A Rich, Diverse Social Fabric

An Iowa Great Place promotes and encourages social collaboration – formal and informal – throughout the Place, with equal opportunity for all people to participate.

1 2 3 4 5 6 7

Comments _____

5. *A Vital, Creative Economy*

An Iowa Great Place contains a balanced, growing, transformative mix of rewarding jobs and sustaining capital.

1 2 3 4 5 6 7

Comments_____

6. *A Strong Foundation*

An Iowa Great Place is available, accessible, and responsive to everyone – the entire social fabric; A Great Place invests in itself physically and philosophically.

1 2 3 4 5 6 7

Comments_____

7. *A Creative Culture*

An Iowa Great Place displays a shared attitude of optimism that welcomes new ideas, based on a diverse and inclusive cultural mosaic.

1 2 3 4 5 6 7

Comments_____

Section 2: Vision (21 points)

Scale: 0-7 where 0 = not well, 7 = very well

8. How well does the proposal articulate a coherent vision that enhances the Place's unique and authentic characteristics?

1 2 3 4 5 6 7

Comments_____

9. How well has the Place considered an holistic approach to building upon its assets and facing its challenges?

1 2 3 4 5 6 7

Comments_____

10. How well did the Place encourage participation by all in the visioning process and incorporate the voices of all interested persons? To what degree do the Place's participants truly represent the diversity that exists within the Place?

1 2 3 4 5 6 7

Comments_____

Section 3: Readiness (21 points)

Scale: 0-7 where 0 = not well, 7 = very well

11. To what degree are you assured that project components and activities have realistic timelines that fit together into a larger picture? How assured are you that proposal components can realistically be implemented to show clear, tangible results within 12 months?

1 2 3 4 5 6 7

Comments_____

12. How assured are you that the budget is accurate and achievable?

1 2 3 4 5 6 7

Comments_____

13. To what degree do proposed projects indicate local support and funding?

1 2 3 4 5 6 7

Comments_____

Section 4: Sustainable Community Development & “Green” Principles (7 points)

Scale: 0-7 where 0 = not well, 7 = very well

14. How well did the Place incorporate sustainable community development and “green” principles in their vision and proposed projects?

1 2 3 4 5 6 7

Comments_____

Section 5: Management & Marketing (14 points)

Scale: 0-7 where 0 = not well, 7 = very well

15. How assured are you that the Place has adequately considered the long-term financial viability of proposed projects?

1 2 3 4 5 6 7

Comments_____

16. To what degree has the proposal developed a plan for marketing the projects and promoting Iowa in the broader region?

1 2 3 4 5 6 7

Comments_____

TOTAL SCORE:

out of a possible 112 points

RECOMMENDATIONS AND COMMENTS:
